

Round 29 Workforce Training Fund Awards

By Region

<i>APPLICANT NAME</i>	<i>TOWN</i>	<i>GRANT AMOUNT</i>	<i>NUMBER OF EMPLOYEES TO BE TRAINED</i>	<i>TRAINING DESCRIPTION (As Provided by Company)</i>
<i>Western</i>				
C&C Thermoforming, Inc.	Palmer	\$33,000.00	13	ISO 9001:2000 Training Plan with Training Schedule:1)Mgt Planning-completed by 4-08 2)Gap Assessment-determine weaknesses-completed by 4-08 3)ISO 9001 Overview-introduce requirements and responsibilities-completed by 4-08 4)Procedure Development-create policies/procedures-completed between 4-08 to 8-08 5)New Procedure Training-train employees in responsibilities-completed between 8-08 to 11-08 6)Auditor Training-train auditors, perform audits-11-08 to 12-08) 7)Analysis Improvement-12/08
CDP MANUFACTURING LLC	Holyoke	\$21,600.00	10	Doc Devel: To learn how to write a Q. Manual and SOPs using a process approach (inputs/outputs/controls) and that meet AS9100 req't Devel Work Instruction for compliance with mat'l traceability, part characteristics, inspect/testing, cont improve, process valid. Understand AS9100,9101,9102, 9103 req't. Devel best practices throughout mfg and inspect processes. Int audit: learn audit tech. needed for AS9101 (aero req't)/ISO 19011. Implement: learn how to devel metrics to monit process performance and cont imp
CSW INC	Ludlow	\$95,880.00	78	The proposed training plan will focus on the development of leadership, customer service, and continuous improvement skills. The leadership program will provide training in Front Line Leadership, Performance Management, and Time Management. The customer service plan will provide skills development training in both internal and external customer service. The continuous improvement plan will include training in Lean Manufacturing, Value Stream Mapping, Problem Solving, and 5 S.
HAMPDEN BANK	Springfield	\$91,250.00	79	We propose to train:1)All 79 customer contact personnel (including tellers, Customer Service Representatives, Branch Managers, Call Center staff, loan officers, commercial lenders, financial managers, and Operation/IT managers) in consultative selling;2)All 39 Bank Managers & Officers in presentation skills;3)All 30 Officers & Managers, who manage others, how to coach & manage employee performance; and 4)6 employees how to

to coach & manage employee performance, and the employees learn to train others in sales and coaching in order to sustain the grant training.

HANCOCK SHAKER VILLAGE, INC	Pittsfield	\$10,784.00	13	<p>The training plan uses two external trainers to train three internal trainers who will train sales associates. The training plan consists of:</p> <ul style="list-style-type: none"> * Basic software - Training internal trainers * Intermediate software - Training internal trainers * Advanced software - Training internal trainers * Computer technology - Training internal trainers * Marketing/Sales/Customer Service - Training sales associates * Documentation - Training managers and sales associates
Hayden Corporation	West Springfield	\$36,600.00	22	<p>Hayden's training plan focuses on the development of manufacturing skills needed to keep our organization abreast with the latest technologies. Training will be provided in RAPID (robotics software) programming, Laser Cladding, CNC Grinding, Measurements & Gauging Techniques, and Order Management Systems.</p>
Intelicoat Technologies Image Products Holdco LLC	South Hadley	\$381,350.00	168	<p>InteliCoat is committed to Lean. The heart and soul of any Lean effort is a committed and well-trained workforce. An in-depth analysis and a comprehensive plan for 2H 2008 and all of 2009 with sustaining efforts into 2010. This initial investment of \$124,000 was made without public funding. Initiation-Get the process going, build support and wet up the foundational tools. Operational Capability- Build basic capability, enable small batch production. Knowledge Flow- Improve flow process.</p>
Liebmann Optical Co., Inc.	Easthampton	\$49,700.00	35	<p>Our training plan will focus on developing basic technical and problem solving techniques for our manufacturing shop floor personnel, supervisors, and managers. Under basic technical skills, we will be providing training in shop math, metrics, geometry, measurement methods and blueprint reading. Problem solving tools and techniques training will also be provided to help our production teams to troubleshoot and resolve quality problems.</p>
Oraceutical LLC	Lee	\$39,750.00	17	<p>Part A - ISO 9001:2000/ISO 13485 formal training; 19 days @ \$1500/day; total = \$28,500 Part B - Basic Problem Solving Techniques for Continual Improvement formal training; 6 days @ \$1500/day; total = \$9,000 Part C - SAGE Platinum for Windows Accounting Software Implementation training; 3 days @ \$1500/day; total = \$4,500</p>
Sabic Innovative Plastics	Pittsfield	\$663,000.00	195	<p>The proposed curriculum includes leadership, performance, financial management, and communications. Our plan focuses on our Mid-Career</p>

and Experienced-Career level employees, who represent 195 employees.

Springfield Spring Corporation	East	\$33,800.00	31	Springfield Spring's training program will focus on 2 topic areas: Six Sigma and Open Book Management. Under Six Sigma, employees will learn to apply statistical methods to analyze, monitor and control our manufacturing processes for peak quality performance. Under Open Book Management, our organization will learn the financial aspects of managing a business. Through this training, we look for employees to gain a better understanding of business processes, and in turn, help to improve them.
THORN INDUSTRIES INC	Springfield	\$36,500.00	15	Thorn's training plan for 2008-10 will include FMEA, Lean Manufacturing concepts, and the use of ERP / Inventory control systems. Under the Lean program, we will provide employees with an Introduction to Lean concepts, followed by Value Stream Mapping and Kaizen. The ERP program will include training in Inventory Control systems, Accounting & Finance, and Labor Reporting.
Total for Region	12	\$1,493,214.00	676	
Central				
ALBRIGHT TECHNOLOGIES INC	Leominster	\$17,500.00	7	The training plan is made up of the following 3 skill elements: Implementation of an ISO 9000(13485 version) compliant quality management system leading to the company certification in the standard; Internal auditing for ISO 9000(13485 version) leading to individual certifications as ISO 9000 auditors, Continuous Improvement training using the principles of lean and ISO 9000.
BigBand Networks, Inc.	Westborough	\$137,996.00	72	(1) Lean Six Sigma Training that will train and certify employees to Yellow, Green and/or Black Belt levels. (2) Leadership training that will provide the knowledge, skills and techniques for our process owners, managers and directors to lead employees and the company through strategic changes, process improvements, new product introductions and projected fast-paced growth.
CENTRO LAS AMERICAS INC	Worcester	\$42,500.00	19	Training is directed at case workers, Family Development Workers, Program Coordinators, Managers and administrative staff. Proposed training will take place in the following areas; a nine-month certificate program in Family Development Credentialing, Time Management training, and Communications Skills.
Creative Print Products, Inc.	Leominster	\$19,604.80	8	Creative Print Products is a broker of printing services and the sales force for wholesale printers. With this training, we will provide pre-press

services, i.e. prototypes faster, streamline our business, provide quicker turn-around times, better customer service and higher quality. This training plan will provide funding for training in QuarkXpress Desktop Publishing, Adobe, Sales and Marketing, and Microsoft advanced software technologies. None of our employees currently have these skills.

G.V. Moore Lumber Company	Ayer	\$84,240.00	112	<hr/> This training will teach our organization how to design our processes and procedures to focus on efficiency, consistency, and quality. The training modules will include Lean goals - how to determine and define goals, value stream mapping, visual management, error-proofing, quick changeover, standard operating procedures, one piece flow, a Kanban system, and Lean metrics. The training will involve both classroom and field study.
IPG Photonics Corporation	Oxford	\$33,595.00	37	<hr/> Our plan includes a pilot project of Lean concepts using Value Stream Mapping, Kaizen, and Jet Report Writing. To strengthen the pilot approach Supervisory/Leadership and Project Management programs will be provided to a variety of employees, ranging from Manufacturing Technicians, Group Leaders, Supervisors, and Managers to improve their skills and promotional opportunities, as well as improve our viability and competitive advantages, and therefore increase our ability to grow our workforce.
O.R.M. Inc.	Northborough	\$23,400.00	11	<hr/> Training plan focuses on Lean Manufacturing methodologies. Students will learn by applying the theory's taught in the classroom to the shop floor. Training will address the technical skills of our Technical Assemblers and teach critical Strategic Thinking for senior management. Students will learn valuable skills such as Value Stream Mapping, Problem Solving and Designing Cells for Cellular Manufacturing.
PHOTONIS USA INC	Sturbridge	\$43,100.00	21	<hr/> Our training plan includes the following courses being delivered supporting the implementation of lean methodologies for employees associated with our Channeltron and Resistive glass Departments: Lean 102 Workshop (Lean principles training), Value Stream Mapping Workshop, Kaizen improvement training and implementation, Problem Solving training, Training Within Industry (Job Instructions training), Performance Metrics training and implementation, and Change Management and Organizational change.
S & E Specialty Polymers, LLC	Lunenburg	\$96,960.00	60	<hr/> The management team of S&E understands that education and training are an essential part of our quest for success. Under this training initiative, it is our intent to provide classroom and hands-on training in the following areas; Management Skills including Leadership Development, Lean Manufacturing, ERP Systems, and Quality/Manufacturing Technologies.

<i>Total for Region</i>	9	\$498,895.80	347	
<i>North East</i>				
ARWOOD MACHINE CORP	Newburyport	\$98,972.00	99	Training will introduce our team to lean manufacturing ideology. We will train all employees on a number of courses to help them improve their operational efficiency and better understand how to improve their work processes by reducing steps and non value added activities. We will do this in every area and employees will participate in shop floor team improvement projects.
AVED ELECTRONICS, INC.	Lowell	\$27,474.00	90	Leadership training for our senior and mid-level managers, who have not had any formal training, to improve communication and conflict resolution among their peers and their direct reports. Documentation training for all employees in our newly developed Standard Operating Procedures. Soldering training to ensure our entire workforce is certified in either IPC 620-A or J Standard. Training and Development training to create an in-house staff of trainers to sustain our training programs.
CABLE DESIGNS & MANUFACTURING CORP	Lowell	\$50,000.00	100	We will train employees on the fundamentals of lean manufacturing including courses on Intro Concepts, 5S, Value Stream Mapping, Continuous Flow, Kanban, Standard work and Problem Solving. Each team member will be involved in project work and produce improvements in their own work areas. They will participate in a number of modules and help to streamline current operations as they relate to their product responsibilities. Cross functional teams will attend training together.
COMDEL INC	Gloucester	\$50,000.00	70	Employees will receive training on Lean Manufacturing principles and practices and will develop implementation skills using "real time" examples from their work environment. Additionally, managers and team leaders will receive training in supervisory and leadership skills to facilitate the implementation of continuous quality improvement and organization-wide change.
EVANS INDUSTRIES INC	Topsfield	\$32,000.00	27	Train all employees on the fundamentals and daily use of the ISO 9001:2000 quality management system. Selective employees identified on the attached budget spreadsheet will be trained on how to develop, deploy and maintain an ISO compliant quality manual and associated processes and documentation. Complete details on the training plan and transferable employee skills are described on the attached training syllabus.
Essexbay Engineering, Inc.	Ipswich	\$45,880.00	21	Implement ISO into all facets of company-Train on Quality Management, Development of Quality Documentation, Implementation of a Management System and Internal Auditing for Continuous Improvement.

				Documentation training will enable us as a small company to develop tools we need for a business-focused Document/Data solution allowing us to design, manage, deploy and control documents. Solutions for a small company using existing software for control and accountability per the attached training plans
GENERAL ELECTRIC CO	Lynn	\$112,184.20	596	<p>GEs proposed training plan consists of technical classroom training courses in mechanical design engineering for its early career engineers, machinists technical training for its production employees and advanced management and leadership training for front-line and mid-level managers. This training plan, collectively, is intended to increase the technical skills of all of the employees being trained which will improve the performance of the employees and the productivity of the company.</p>
Gorton's, Inc.	Gloucester	\$87,500.00	89	<p>Two separate training programs will be offered: TPM and Advanced Microbial Awareness.</p> <p>TPM: Gain understanding of fundamentals of TPM. Beginning with classroom training, the groups will then participate in a hands-on implementation on the shop floor cleaning, inspecting, modifying and improving processes.</p> <p>Advanced Microbial Awareness: Classroom training combined with current practice observation to train employees to use state of the art monitoring tools to sustain the process.</p>
INJURED WORKERS PHARMACY LLC	Methuen	\$116,475.00	97	<p>This program includes 1. Lean planning and lean implementation training for the leadership team. 2. Lean Methods and Tools training for a broad cross section of employees. 3. Advanced value stream mapping training to design new processes, and Kaizen training events focused on customer service and pharmacy operations personnel. 4. Training for Supervisory, Sales and Customer Service personnel to support our plans to add 32 jobs in Massachusetts, and double our EBITDA through 2009.</p>
JUNIPER NETWORKS INC	Westford	\$170,828.00	160	<p>This training proposal focuses on Project Management. The plan is to send 10 workers to an external training site where they will be trained in Advanced Microsoft Project Management. These workers will then return to work with Tandem Training to learn how to train Juniper workers on the Juniper site. Once they complete the training and development course, these Juniper employees/trainers will instruct their peers in Accelerated Project Management.</p>
Jaro Corporation	Ipswich	\$37,950.00	26	<p>The training plan is made up of four skill elements: 1.Project management (applied training using AS9100 implementation as example); 2.Continuous improvement through process analysis and process management (similar to lean or six sigma), 3. Training in the AS9100 quality management system development and implementation. Included is training of selected personnel in quality management system auditing. 4. Problem solving training to effectively address corrective and preventive actions</p>

LAB MEDICAL MANUFACTURING INC	Billerica	\$48,750.00	60	<hr/> This program delivers a comprehensive Lean Manufacturing curriculum that includes 1. Lean Implementation Planning for the Management Team; 2. Lean introduction (Yellow Belt) training for all employees; 3. Value Stream Mapping; 4. 5S and Visual Workplace Training; 5. Geometric Dimensioning and Tolerancing Training (GD&T); and 6. Kaizen continuous Improvement training focused on manufacturing and operations personnel.
Lockheed Martin Corp.	Chelmsford	\$233,043.00	90	<hr/> -Expanded Lean Tool Use -Mechanical and Electrical Design -Team Building, Meeting Management, Presentation Skills, Program Management -Information System Security. Enhancements to our skills in these areas will serve to improve our production and design processes, increase throughput, and grow Chelmsford's business opportunities. These will help in attracting new talent as well. The Lean initiatives, in particular, promote and support strong teaming and continuous improvement.
PLUMCHOICE INC	Billerica	\$209,851.50	267	<hr/> 1 Focus on increasing the skill level of our dispatch emps to equip them to handle new business types by participating in an intense call center CS trng program and 3 non-mgmt skills seminars. New business will require reps to take escalated calls dealing with warranty & returns issues. This typically means handling angry customers & problem solving . 2 Focus on training supervisors and reps identified for promotion using the AIM Sup.Skills Dev. Cert. Series and 6 additional Leadership seminars.
RiverBank	North Andover	\$46,558.00	109	<hr/> Our training plan focuses on developing our employees' teamwork skills to enable them to communicate effectively within and among departments, to mentor, coach, and motivate, to work through change and problem solve together, as well as to work harmoniously and cohesively in a team culture. Our employees will be prepared to employ possibility thinking to create customer opportunities. A train-the-trainer component has been integrated in the coaching module to ensure continued on-site training.
Robert Abel & Co., Inc.	Lawrence	\$49,200.00	41	<hr/> Our training plan focuses strictly on supporting our desire to implement the use of a new Enterprise Resource Planning (ERP) system into our sales, distribution, and financial operations. Training will be needed in various aspects in the functionality and integration of this software in order management, sales management, inventory control, service management, and financial management
WASHINGTON SAVINGS	Lowell	\$38,980.00	26	<hr/> The training program will focus in the retail department of the bank in the

BANK

areas of outstanding customer service, cross selling to existing customers through a needs based approach, and effective management of a sales organization.

<i>Total for Region</i>		17	\$1,455,645.70	1,968	
<i>Boston</i>					
ABP CORPORATION	South Boston		\$162,022.00	401	Our plan provides training to enhance workers' skills in leadership, sales, and training. Participants will acquire the following transferable skills: leading; coaching; motivating; resolving conflict; active listening; dealing with difficult people; understanding customer interaction styles; doing suggestive selling; working successfully on a sales team; and building rapport with customers. Our plan provides a module to train trainers in order to maintain a continuous learning environment.
Acme Packet, Inc.	Burlington		\$164,200.00	116	Acme Packet's proposed training plan is designed to develop individual employees' skillsets while enhancing the company's workforce and long-term competitive advantage. The plan includes leadership and management training, customer service training, project management training, Lean Manufacturing training, Voice Over IP (VoIP) training, and Linux Systems Administration training.
Dole & Bailey, Inc.	Woburn		\$48,204.00	62	Training will take employees from our management, admin and production team and teach them lean manufacturing tools and culture. The program will be a hands on learning that takes the employees knowledge and expertise of their jobs and gives them new tools that will show them how to identify and remove wasteful steps, policies and procedures that get in their way and do not provide value to the customer. Training will take place in the work area and involve employees from multiple areas.
Dynamics Research Corporation, Metrigraphics	Wilmington		\$47,000.00	60	ISO: To prepare the div. employees for the ISO certification process. We will systematically train our workforce in the specific requirements of the ISO Specifications. Processes and documentation will be modified and each employee trained on how to comply with specific aspects affecting their jobs in the areas of documentation, statistics and continuous process improvement. Lean Manufacturing is one of the methods we will use to address the continuous improvement piece of this requirement.
ELECTRONIC ENVIRONMENTS	Marlborough		\$50,000.00	38	EEC's training program focuses on two areas: management skills and technical skills development. Under management skills, we look to conduct a thorough leadership development program for our supervisors and mid-level managers to improve their skills in leading, planning,

and mid level managers, to improve their skills in leading their work teams. Performance management training will also be provided. Under the technical skills section, we will be providing training in Uninterruptible Power Supply (UPS) and DC Power systems.

ENVIRONMENTS@WORK LLC	Boston - Back	\$37,200.00	23	E@Ws proposed plan will include training in three areas: leadership skills, sales techniques, and technical software systems. First, our executive leaders will receive training in effective leadership techniques. Second, a complete sales training effort will be provided to our sales team. Finally, service representatives will learn the proper use of industry-specific Computer Aided Design systems. This overall program will help E@W to implement and establish a stable approach to employee development
Electronic Components, Inc.	Framingham	\$16,000.00	7	The goal is to provide the Continuous Improvement training needed to improve efficiency, capture new clients in our core business, and develop new product lines. This training program includes Business Measurement Systems training, Supply Chain Management training, and Value Stream Mapping training. The objective is to identify and eliminate waste in our current processes, and implement measurement systems that are linked to our key customer requirements.
GIBSON ENGINEERING INC	Norwood	\$36,800.00	33	The plan will create standardized clear workflows for production and distribution. Keys to training and implementation will include Training for Lean; Basic continuous improvement and team problem-solving; 5S Workplace; Visual Management; Value-streaming ; Standardized work; Kanban and Mistake-proofing. Education, hands-on training and shop floor improvement will be provided. All management and employees will be involved in improving the process. GBMP will serve as trainers and advisors.
INNOV-X SYSTEMS INC	Woburn	\$114,475.00	110	The prog. consists of 3 portions: Change Management, Mgt Development,& Train the Trainer. Change Mgt will be delivered to all employees of the org. Mgt Devt will be provided to 25 managers across all departments within the org. To institutionalize the prog. within the org., a Train the Trainer prog will be delivered to 7 of the managers who will also be participants in the Change Mgt and Mgt Development trainings. These newly trained managers will deliver the prog. in the future to new staff.
LOJACK OPERATING COMPANY	Westwood	\$193,179.00	222	Plan addresses skills above & beyond basic job competencies. It focuses on specific skills critical to initiatives that will increase revenue & customer service associated with new technologies in new markets. The plan includes relationship mgmt, communications, cross-selling, managing projects, change mgmt & management development skills. Employees at all levels will be trained. Train the trainer strategy will sustain training. Without funding, success with new technology & markets is at risk.

MINTERA CORP	Acton	\$40,850.00	53	<hr/> <p>Training on: 1.Principles of a Quality Management System-educating on key characteristics, advantages, and impact of ISO 9001. 2.Development of the QMS-learn how to properly document a QMS via a quality manual, procedures. 3.Implementation and Management of QMS-learn to effectively implement a Quality System. 4.Internal Quality Audit for Continual Improvement- learn skills necessary to conduct and complete quality audits to address non-conformities and document opportunities for improvement.</p> <hr/>
MINUTEMAN HOME CARE CORPORATION	Burlington	\$14,060.00	43	<hr/> <p>Minuteman's Plan for the Future Training Program will provide targeted supervisory training to 43 employees of key employee groups of middle managers, upper managers, nutrition site managers, and, equally important, potential managers. Thirty-one current and potential managers will attend 12 courses. Twelve nutrition site managers will attend 5 courses.</p> <hr/>
NEWTON ELECTRICAL CO INC	Newton	\$46,360.00	38	<hr/> <p>Impact Selling: Participants will learn skills for effective questioning and mining, skills utilized in the social, discovery, confirmation phases of selling, the skills needed to identify customer buying motives and skills to align features and benefits to these motives, as well as, the skills for trial closing, and closing techniques. Impact Customer Service: Participants will learn problem solving skills, skills for effective communications and listening, and customer management skills.</p> <hr/>
Questex Media Group, Inc.	Newton	\$84,040.00	98	<hr/> <p>Our needs assessment and a review of several key business measures has led us to recommend that the Workforce Training Fund could best assist our company by providing training in the following areas: Leadership & Management Training, Presentation Skills, Time Management, and Project Management.</p> <hr/>
STATSPIN INC	Westwood	\$49,200.00	37	<hr/> <p>This program includes 1. Leadership and Team building Training for executives and managers. 2. Lean Training that includes Lean introduction (Yellow Belt) training for all employees; Value Stream Mapping; FMEA Training; SPC Training, and Kaizen continuous Improvement training focused on manufacturing and operations personnel. 3. Advanced CAD Training so Iris can develop new products for our core laboratory sampling business, and entry to the DNA sample preparation market.</p> <hr/>
Sika SARNAFIL INC.	Canton	\$50,000.00	35	<hr/> <p>Focus on oral communication and professional development covering self and company introductions, describing one's job role and service line, peer interaction, successful supervisor relations, participating in meetings, telephone English, occupational health and safety terminology, manufacturing process task, and equipment related communication. Lessons will be communicative, collaborative, and intensive, providing a dynamic of group interaction and individual attention from the instructor.</p> <hr/>

Triumvirate Environmental, Inc.	Somerville	\$132,105.00	140	The training proposed in this grant represents a significant expansion of our current efforts to help our professional and technical staff develop and maintain advanced technical skills related to environmental, chemical and hazardous waste management. This expanded training program will help to ensure that we have sufficient qualified staff to support an increase of 30% in our overall business during the next two years. In addition, we are seeking funding to provide additional leadership
UNICCO Service Company	Boston	\$194,000.00	445	Based on UGL Unicco's assessment of our most critical training needs, we will provide an overview for senior managers, then conduct workshop sessions in Leadership Management and Customer Service.
VHS ACQUISITION SUBSIDIARY NUMBER 9	Framingham	\$37,485.00	81	We are proposing Management and Leadership Fundamentals and Train-the-Trainer training in this application.
iRobot Corporation	Burlington	\$242,514.00	130	The program uses Lean Management training and will assist in facilitating the incorporation of Lean tools and culture. Lean Management training will be achieved through training on several tools (e.g. Lean Leadership, Policy Deployment, Value Stream Mapping, Standardized work, Pokayoke). We will also include: Team Building, Project Planning and Mgt, Coaching, delivering performance reviews, interview skills, presentation skills to help team members empowered in the program to better communicate.

<i>Total for Region</i>	20	\$1,759,694.00	2,172	
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South East

ALLIANCE HEALTH OF QUINCY INC	Quincy	\$174,869.00	11	The training plan has two components. In component one five staff; four nursing assistants and one unit secretary, will be enrolled in Mass Bay CC for a 2yr program to obtain LPN licensure. Hebrew Rehab Center will assist with transportation and coordination with Mass Bay. In the second component six LPNs will be enrolled in Excelsior College with a structured online program to obtain RN licensure. Tutoring and mentoring will be required. NCLEX Review classes are also included.
Action Automation & Controls,	North Attleboro	\$44,820.00	51	Instill Lean Manufacturing principles & continuous improvement practices

Inc.				across all levels of the company; increase efficiencies & productivity within the facility; removal of wasteful practices; maximize process improvements, worker satisfaction and productivity. The training will include: Lean Principles (Lean 101), Value Stream Mapping (VSM), Kaizen Training Activities (identified in the VSM process) may include: 5S workplace organization, Cell Flow, Plant Layout, Set up reduction and others.
CERAMICS PROCESS SYSTEMS CORP	Norton	\$106,500.00	123	The first priority is Lean 101 training for those employees who did not participate during the pilot program. We will then establish cross functional employee groups for training in Value Stream Mapping from which the exercises will identify opportunities for Kaizen training. Lastly, employee groups will be established for Team Problem Solving and Training Within Industry to help further develop our supervisory and leadership team.
Citizens-Union Savings Bank	Fall River	\$137,500.00	179	Finding new ways to improve the internal operations, improving the quality of our services and the overall performance and productivity of staff. The Service Quality Management and Employee Training (The Quality Advantage) will be conducted for all 179 managers and employees as the first phase of our "PRESS for Success" to help improve our operations, and better manage and improve key service and business processes within the bank. This training component is for 32 managers, supervisors and emp
Integrated Dynamics Engineering, Inc.	Randolph	\$50,000.00	12	Software user training for the MRP software suite will be used to support and enhance virtually all aspects of the company's operations. The initial implementation will focus on purchasing, receiving, inventory management, production planning, and finance functions for applicable employees. In addition, extensive IT training will be conducted to ensure continued adequate support of the MRP software package.
Koso America, Inc.	West Bridgewater	\$50,000.00	80	The purpose of the training will be to implement Lean principles and practices throughout the various disciplines within the company. Although we have had a lean presentation from one of our primary vendors and used this program to attempt improvements, we realize that to successfully incorporate lean that we need more resources and training than we have internally. Experience and further education is required for implementation and this program will allow our team to learn valuable tools.
Litecontrol Corporation	Hanson	\$111,460.00	208	Litecontrol recognizes the need to lower operating costs, while maintaining strong service levels. Our training plan focuses on a Lean strategy approach including: Basic Continuous Improvement training for Mgt & employees, material and information flow assessment (value stream mapping), 5S/VCS-Workplace Organization & Visual Mgt, Problem-solving for Continuous Improvement. A balanced regimen of education, hands-on training & work area improvement activity will be provided as

part of the training.

NEW DIRECTIONS SOUTHCOAST INC	New Bedford	\$48,456.00	48	<hr/> Training will involve the introduction of lean principles to all employees to enable them to understand, identify and remove waste from all of their daily tasks. Employees will work in teams to set-up systems and standard work processes to enable a better flow of material and information which will result in better efficiency, the ability to process more customers, get customers to services quicker resulting in employment sooner, and increases in both customer and employee satisfaction. <hr/>
NEW ENGLAND ART PUBLISHERS, INC	Abington	\$219,136.00	269	<hr/> The plan will include the introduction of Lean manufacturing tools and business continuity training. The lean program will teach our team how to understand and remove waste from their daily job tasks. This will allow us to improve every facet of our business model. The Continuity training will focus on safety and prevention to help us avoid lost time due to machine down time and potential hazards. The two programs will take place concurrently as both programs help achieve improved processes. <hr/>
North Atlantic Corporation	Somerset	\$52,155.00	200	<hr/> This training will focus on key areas of employee development where our company is lacking the knowledge and skills needed to operate our business efficiently and profitably for the long term. It will include: Visual Systems & Documentation of work to provide predictable and repeatable outcomes. Total Productive Maintenance to correct design weaknesses and increase productivity output with 0 work stoppage. Sales Development and Project Mgmnt to grow sales, expand our market area & green building <hr/>
PFI LLC	Attleboro	\$46,900.00	52	<hr/> The training will be in the concept, principals and methods of lean manufacturing or process. Those to be trained will be the manufacturing, warehouse, sales order processing and purchasing personnel who work together to make our company function. The objective of the training will be to eliminate waste in our processes in order to improve customer satisfaction by improving order fill rates, on time delivery and order accuracy. <hr/>
PIAB USA, Inc	Hingham	\$49,860.00	30	<hr/> Leadership: Skills necessary to lead effectively, including developing/motivating employees, providing constructive feedback, and delegation. Project Management: Develop effective goals/plans that enhance communication and collaboration; Development of project plans including defining goals/objectives, completing projects in spec, on time, within budget, and providing effective controls. Training and Development: Internal capability to sustain training efforts and develop new training programs. <hr/>
SOUTH SHORE HOUSING	Kingston	\$49,324.00	54	<hr/> We will train all employees on the tools of lean manufacturing. These <hr/>

DEVELOPMENT

tools will help us to analyze all the processes in our organization and improve them. By doing this, we will take waste out of our daily tasks which will enable us to increase our workload and lower our costs. By educating our entire team, we will use the expertise of 54 employees to help serve more customers with an ever shrinking pool of resources.

Shepley Wood Products	Yarmouth	\$146,000.00	160
Suncor Stainless Inc.	Plymouth	\$49,300.00	53
THE DRISCOLL AGENCY INC	Norwell	\$42,350.00	60
WNR, Inc.	Oak Bluffs	\$118,142.00	10

The training plan will focus on Impact Selling and Impact Customer Service. Participants will learn the skills for effective customer value selling and questioning and mining during several phases of selling. They will also learn skills needed to communicate, both with information delivery and with difficult people.

The training will cover all aspects of Suncors Manufacturing of Chain, Railings, Documentation flow and Assemblies. The training will cover Lean Process, Value Stream Mapping, Kaizen activities to minimize waste and improve efficiency from the start to the end of each manufacturing process.

The Driscoll Agency will train all employees in a comprehensive program of customer service. All employees participated in a training needs analysis in 2007. The overall analysis concluded that we need to cultivate our customer service and selling skills to be more competitive and to recapture lost business. Our associates will be trained on effective questioning, mining, discovery, and qualifying phases of selling. They will also learn how to sell the value of doing business with Driscoll.

We will train 10 Certified Nursing Assistants to be Licensed Practical Nurses.

<i>Total for Region</i>	17	\$1,496,772.00	1,600
<i>Grand</i>	75	\$6,704,221.50	6,763